

5.0 Relationship Management Services and Proposed Staffing

Instructions to Vendor: Vendor shall clearly indicate its approach to providing the relationship management services as documented in Schedule 6.3 Vendor may provide additional information as needed. Provide an overview of the solution you proposes to address the Commonwealth Requirements stated in Schedule 6.3.

Why the Northrop Grumman Team? The Northrop Grumman Team understands VITA's organizational requirements, as described in the PPEA bid package, and proposes a program organization designed to align the organization for success, and drive results. Our proposed program organization provides clear interfaces between VITA and Northrop Grumman Team personnel, as well as simple structure with clear lines of authority to focus on maintaining excellence in service delivery while completing transformational initiatives. Our program organization actively participates in each of the six governance committees to ensure appropriate oversight, communications and exploration of innovative opportunities.

5.1 Personnel and Organization Overview

Instructions to Vendors: Vendor should provide an overview of the Personnel and Organization that will be assigned to the Commonwealth account. This overview should not be more than two-pages long. Additional details should be provided in Section 11 of this Vendor Proposal document.

Our proposed team has strong leadership experience in strategic, operational and programmatic areas specific to this program. Many of our team members were active participants in the due diligence effort in Richmond. Our team members recognize the need for open communications, mutual trust, defined governance structures, and well-defined roles and responsibilities to ensure effective delivery of services to meet VITA's and the agencies business needs.

To provide this program with appropriate visibility with Northrop Grumman, our Relationship Manager reports directly to our business unit president. To foster direct communication, we have organized our program team to align with components of VITA's organization, consisting of Contract and Financial Management, Performance Management, Service Delivery Management, Transition Management, Communications and Organizational Change Management, Human Resources Management, Business Development Management, and Technology Management. This structure supports high quality service delivery while completing transformational initiatives that enable VITA to continually improve its value proposition to the Commonwealth.

Our approach to Relationship Management provides high visibility into performance across the enterprise, allowing us to meet both the spirit and the letter of VITA's Relationship Management requirements. A detailed presentation of our Relationship Management approach is presented in **Section 11.3.1. Exhibit 5.1-1** describes how our Relationship Management model addresses VITA's requirements.

VITA Relationship Management Requirements	Northrop Grumman Team Approach
Ensure delivery of high-quality services to support the Commonwealth' business needs	<ul style="list-style-type: none"> ➤ Provide a leadership team that has achieved operational excellence and transformational results ➤ Provide and continually optimize Information Technology Infrastructure Library (ITIL)/Information Technology Service Management (ITSM)-based service management and service delivery processes that will ensure the highest quality services, as well as requirements traceability through all phases of service development, implementation and sustaining operations

VITA Relationship Management Requirements	Northrop Grumman Team Approach
	<ul style="list-style-type: none"> ➤ Facilitate annual independent market-based cost comparison of services and performance requirements
Ensure continued high customer satisfaction from all operational users of these services	<ul style="list-style-type: none"> ➤ Support regular customer satisfaction measurement within VITA's end-user populations ➤ Support more frequent reviews during transition and initial transformation, with formal surveys every 6 months over the first 2 years
Provide the earliest possible notification of potential service disruption or degradation, and recommend procedures to minimize the impact on the Commonwealth	<ul style="list-style-type: none"> ➤ Provide a Web portal dashboard facility that will provide immediate access to the most current performance, status and service availability information across the program
Continuously recommend improvements to the functionality, creation, and delivery of the services—to the extent that the Commonwealth business objectives would be better served	<ul style="list-style-type: none"> ➤ Provide dedicated architects for the program, based in Richmond, to provide proactive support for the planning of new services across the Commonwealth ➤ Develop a Technology Advisory Panel, consisting of Northrop Grumman and Hewlett-Packard (HP) Chief Information Officers (CIOs)/Chief Technology Officers (CTOs), and industry analysts (e.g., Gartner, Meta), to help ensure a current industry viewpoint to all architectural development activities ➤ Establish a lab environment, based in VITA's Headquarters/Data Center facility, to evaluate, test and pilot new technologies across all program services areas, consistent with the pace of industry advancements. ➤ Leverage our extensive corporate lab resources, and those of our partners, to bring the greatest value to the Commonwealth ➤ Focus on requirements management using ITIL/ITSM to ensure a structured approach to the identification and pursuit of improvement initiatives for the Commonwealth ➤ Ensure flexibility to support all original equipment manufacturer (OEM) solutions where possible, maximizing supplier neutrality, as a key guideline in evaluating and designing alternatives
Develop the business rationale and benefits of any proposed changes, and communicate these to the VITA team and other Commonwealth stakeholders, as appropriate	<ul style="list-style-type: none"> ➤ Participate proactively in each of the governance committees to evaluate program requirements and projects ➤ Provide necessary staff and resources, both from within the program and from within the Northrop Grumman Team, to establish an appropriate business case for each IT initiative ➤ Active participation by senior staff and subject matter experts in Cooperative Value and Innovation (CVI) Program to increase service value, identify opportunities for cost improvement and innovation ➤ Establish a small-business liaison office to promote and maximize small, women-owned and minority (SWAM) businesses in our solutions, both initially as well as through transformation ➤ Continually enhance the SWAM program along similar lines to the Northrop Grumman DoD Mentor-Protégé program
Solicit VITA's approval and proceed only after complete informed approval is obtained	<ul style="list-style-type: none"> ➤ Fully support the 6 governance committees as specified in the bid package
Work within the mutually-agreed upon structure regarding processes, procedures, and the Commonwealth end-user contact, particularly on new initiatives or services	<ul style="list-style-type: none"> ➤ The Northrop Grumman Team will provide robust organizational change management to support and manage the deployment of new initiatives and services within the Commonwealth. Our experiences, not only on other similar programs, but also within Northrop Grumman and our partner companies, will benefit VITA as we work together to develop and deploy transformation activities.
Assist the Commonwealth in its planning activities as requested	<ul style="list-style-type: none"> ➤ Provide dedicated architects for the program, based in Richmond, to provide proactive support for the planning of new services across the Commonwealth
Ensure sufficient and continued communications	<ul style="list-style-type: none"> ➤ Provide robust communications support, not only within the program, but also to VITA, the agencies, the end users, and the citizens of the Commonwealth ➤ Work with VITA to provide constant and meaningful communications to our customer base on new service offerings, resolving problems and for customer feedback ➤ Continue proactive relationship with VITA in developing communications initiatives

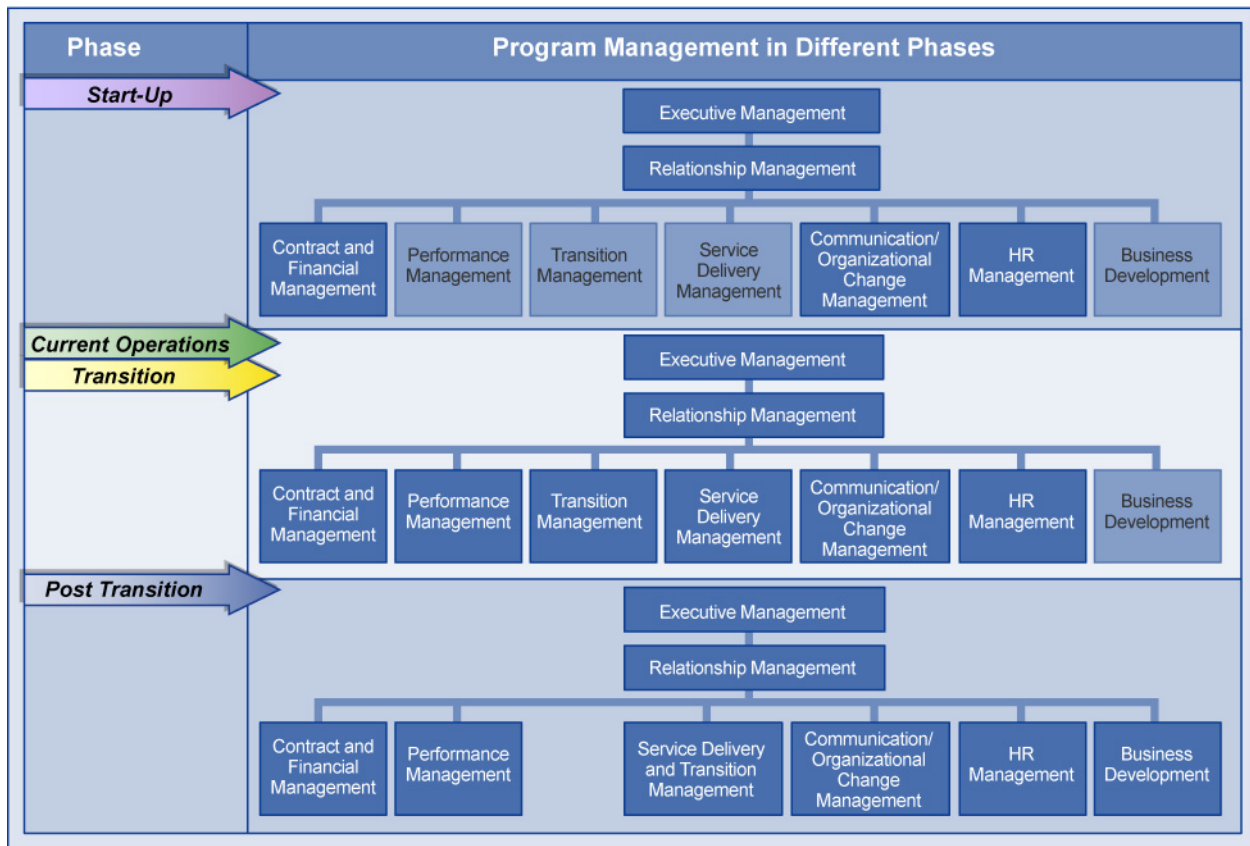
Exhibit 5.1-1 Approach to Relationship Management

Our approach provides high visibility into performance across the enterprise, allowing us to meet VITA's stated relationship management requirements.

5.2 Northrop Grumman Team Organization and Staffing

5.2.1 Organization Chart (PROPRIETARY & CONFIDENTIAL)

To address the relationship in the various phases (start-up, current operations, transition, and post-transition), we developed an effective and lean organization to manage the program. While we will set up the whole organization at the conception of the program, the main focus of the organization will change with each program phase. During the Start-up phase, Human Resources, Contract and Financial Management, Communications and Organizational Change Management, and Cross Functional Services will be critical with significant resources applied to these areas. Over time, the focus of these teams will evolve and be realigned to the changing requirements of subsequent phases. Each organizational area will follow suit, focusing on the management elements that reflect the unique priorities of each of the program phases. An organization based on these principles of flexibility will deliver the most effective and efficient services to VITA and, more importantly, to the taxpayers of the Commonwealth of Virginia. The organization structure for program management is shown in **Exhibit 5.2.1-1**. The Northrop Grumman Team's proposed program management establishes executive leadership with a single point of responsibility to VITA, and facilitates management oversight of all program activities.



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Exhibit 5.2.1-1 Program Management Structure Over the Life of the Program

Our program management includes Executive Leadership with a single point of responsibility.

Exhibit 5.2.1-2 illustrates the Northrop Grumman Team's proposed program organization in more detail. Our organization structure includes the Relationship Executive and the Relationship Manager, and at the direct reporting level, Deputy Relationship Manager/Service Delivery

Management lead, Communications and Organizational Change Manager, Human Resources Manager, Business Manager, Performance Manager (Agency Advocate), Chief Architect, and Transition Manager. Our approach to staffing these positions has been to propose experienced staff able to deliver in these roles, while acknowledging that for some roles, there may be current VITA employees whose knowledge and experience will make them candidates for leadership positions within this organization.

Exhibit 5.2.1-2, Organization Chart Redacted from Public Document – Proprietary and Confidential

5.2.2 Key Account Team Management Organization and Roles (PROPRIETARY & CONFIDENTIAL)

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5.2.3 Key Executive Team Roles

Instructions to Vendors: Key Executives who will be responsible for performance to which the Account Team will Report.

Relationship Executive

Mr. Hugh Taylor is our proposed Relationship Executive, who will provide executive-level support, program oversight, strategic vision, and customer satisfaction. Mr. Taylor is the President of Northrop Grumman IT's Commercial, State, and Local Solutions business unit. Mr. Taylor provides high-level oversight to provide technology direction to enable implementation of the Commonwealth's strategic vision. He represents the Northrop Grumman Team in all matters relating to the VITA Program. Mr. Taylor is directly responsible for the delivery of IT services to ensure customer satisfaction. Mr. Taylor reports directly to Mr. James O'Neill, President of Northrop Grumman's IT Sector. He communicates primarily with Mr. Lemuel Stuart, VITA Relationship Executive and CIO for the Commonwealth of Virginia, to establish and optimize strategy, to identify future requirements, and to ensure proper allocation of the necessary resources for optimal delivery of VITA IT services.

Relationship Manager

Mr. Joseph Fay is our proposed Relationship Manager, who will represent single-point-of-responsibility directing all activities to ensure contract compliance and project success. Mr. Fay brings more than 20 years of experience in the IT industry, all in the state and local arena. Mr. Fay leverages resources from across the members of the Team to satisfy customer requirements, leveraging skills, capabilities, and best practices to support this program. Mr. Fay is empowered to draw resources from anywhere within the corporation via a well established corporate work order process, and he will be directly accessible to Mr. Fred Duball, VITA Relationship Manager, to coordinate all program requirements and activities. He will also be the primary interface to VITA for input on budget cycles, strategic vision and programmatic resource planning.

Deputy Relationship Manager

Mr. Robert Diggles is our proposed Deputy Relationship Manager, who will support the on-site Team by addressing the tactical initiatives, focusing on service delivery across the enterprise, and ensuring cross-functional integration across all systems management disciplines. He brings 24 years of experience in IT program management. Mr. Diggles leverages resources from across the Service areas and the Cross Functional Services Office, to ensure consistency in process development and deployment for all of VITA's customers.

5.2.4 Compensation

Instructions to Vendors: How will Key Account Team and Executives compensation be tied to performance and customer satisfaction?

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5.3 Biographies (PROPRIETARY & CONFIDENTIAL)

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5.3.1 Other Key Account Team Management Personnel

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5.3.2 Account Team Position Descriptions

Following are the position descriptions and responsibilities of the major project management roles identified in the Program Organization.

5.3.2.1 Relationship Executive

The Relationship Executive is the senior member of Northrop Grumman Team's Relationship Management leadership team, who has high-level oversight of the agreement and relationship to provide direction and enable implementation of the strategic vision of the Commonwealth through development of the appropriate portfolio of IT services and related competencies and skills and enable the management of strategic relationships and partnerships. The Relationship Executive will:

- Have significant organizational influence in his or her respective entity to adequately bring any needed priority, resources, or decision-making authority necessary to ensure the correct level of support to the relationship
- Develop and articulate a service delivery strategy that supports the Commonwealth's business strategies
- Select and approve the business case(s) for recommended IT service delivery initiatives;
- Govern the Northrop Grumman Team's IT services initiatives
- Provide guidance and governance across the Northrop Grumman Team's portfolio of services delivery relationships
- Act as the executive-level liaison with strategic business partners and customers

5.3.2.2 Relationship Manager

The Relationship Manager is the primary interface between the parties. The Relationship Manager will:

- Be responsible for contract management, financial management and quality assurance
- Coordinate communications between the parties
- Set the Northrop Grumman Team's directions and priorities
- Monitor the contract
- Manage day-to-day interactions based on the identified requirements
- Ensure understanding of and agreement to service levels
- Implement required changes to services and service levels
- Through the performance management function, review and monitor Northrop Grumman Team performance against service levels, project plans and performance improvement plans
- Monitor and amend agreement, including the reviewing of proposed contract amendments
- Resolve incidents and problems
- Oversee the implementation of financial policies and procedures related to the services
- Coordinate the operational governance processes between the Commonwealth and the Northrop Grumman Team

- Be responsible for building effective relationships between the parties
- Keep the Commonwealth informed and identify and communicate opportunities to leverage the services more effectively

5.3.2.3 Deputy Relationship Manager

The Deputy Relationship Manager will ensure the performance of each of the service delivery areas of the relationship. Reporting to the Relationship Manager, the Deputy Relationship Manager will:

- Manage and coordinate the appropriate Commonwealth and Northrop Grumman Team resources across all information technology services, including resources and services provided by the Northrop Grumman Team, to ensure optimal service delivery and ensure that all issues raised are resolved in accordance with the applicable service levels
- Implement required changes to services and service levels
- Resolve incidents and problems
- Be responsible for building effective relationships between the parties
- Coordinate with the Performance Manager and Agency Performance Managers to ensure the ongoing delivery of support and attainment of service levels for the Commonwealth and its eligible customers
- Resolve disputes between the eligible customers and the Northrop Grumman Team where appropriate, and take escalation actions as necessary

5.3.2.4 Business Manager

The Business Manager will coordinate efforts of the Contracts Manager, Finance Manager and Cooperative Value and Innovation (CVI) Manager. The Business Manager will:

- Oversee the business aspects of all Northrop Grumman Team responsibilities
- Act as an advisor to the Relationship Manager
- Ensure the timely submission of all reporting requirements
- Directly participate in establishing and administering many centralized functional projects
- Develop and administer budgets, schedules, and performance standards
- Exert influence in the development of overall objectives and long-range goals of the organization

5.3.2.5 Contracts Manager

The Contracts Manager manages the contractual relationship between the parties in support of the Northrop Grumman Team RM. The Contract Manager will:

- Serve as the contract liaison between the parties
- Lead activities from agreement signing through Northrop Grumman Team transition and ongoing operations
- Monitor the Commonwealth to ensure compliance with agreement terms and conditions and make recommendations to resolve issues related to non-compliance
- Identify and manage performance credits, based on performance information and agreement terms

- Create, negotiate and incorporate amendments into the agreement when necessary
- Coordinate the agreement negotiations/renegotiations to accommodate scope changes or changes to business requirements

5.3.2.6 Finance Manager

The Financial Manager serves as financial liaison between the parties and serves as the primary contact for all billing and financial issues. The Financial Manager will:

- Monitor and manage financial administration practices and procedures associated with the Agreement
- Ensure that financial controls are in place and aligned with the Agreement
- Monitor Agreement budget performance, identify variances and recommend corrective action
- Review Agreement charges and performance credits
- Match invoices to expenses
- Identify financial disparities and resolve basic financial issues with the other party
- Prepare or process invoices for payment
- Audit charges to ensure Agreement compliance
- Report and reconcile any deviations between the charges and the Agreement

5.3.2.7 SWAM Liaison

The SWAM Liaison will be responsible for managing Northrop Grumman Team's program to ensure SWAMs are considered fairly as subcontractors and suppliers under Northrop Grumman Team's Agreement with the Commonwealth. The SWAM Liaison will:

- Coordinate and align Northrop Grumman Team's SWAM program with the SWAM efforts of the Commonwealth and VITA
- Interface with and administer subcontracting opportunities for SWAMs
- Counsel and discuss subcontracting opportunities with representatives of SWAMs
- Assist SWAMs by arranging contracting opportunities, quantities, specifications, and delivery schedules so as to facilitate SWAM participation
- Work with the Relationship Manager to ensure adequate and timely consideration of SWAMs
- Maintain records showing: procedures adopted by the Northrop Grumman Team to comply with the policy and procedures set forth in the Agreement, including the establishment of a source list of SWAMs for this Agreement; awards to SWAMs on the source list; and specific efforts to identify and award contracts to SWAMs
- Cooperate with Commonwealth representatives in any studies and surveys of the Northrop Grumman Team's procedures and practices regarding SWAMs that the Commonwealth may conduct periodically with respect to SWAMs providing services pursuant to the Agreement

5.3.2.8 Cooperative Value and Innovation (CVI) Manager

The Cooperative Value and Innovation (CVI) Manager will lead Northrop Grumman Team's support of the CVI Program to increase the value and/or cost savings accruing to the Commonwealth and the Northrop Grumman Team, associated with the services. Such savings must not adversely affect the service levels or increase overall cost to the Commonwealth. The

CVI Manager works with the Commonwealth's Relationship Manager and Performance Managers for each service area, and the Northrop Grumman Team's Relationship Executive, Relationship Manager, Service Delivery Managers and technical experts for each of the service areas to accomplish these goals. The CVI Manager will:

- Ensure full support and commitment of Northrop Grumman Team executives to the CVI Program
- Provide dedicated Northrop Grumman Team staffing to develop and implement the CVI Program
- Ensure that Northrop Grumman Team staffing and skill levels are adequate to achieve the CVI Program objectives
- Provide joint training for VITA and Northrop Grumman Team staff on the CVI team (i.e., team formation and collaboration training, cost modeling)
- Proactively evaluate, identify and recommend cost reduction, value enhancement, and innovation initiatives in support of the CVI program's objectives with the cooperation and support of VITA
- Develop an improvement plan and definition of saving success using the selected metrics to implement approved initiatives; plan includes the tasks, resources, and associated investment (if any), for the initiative and establishes goals to be met to reach the metric values
- Subject to VITA's approval, proceed with timely implementation of improvement plan
- Select and develop metrics to measure the success of initiative and the CVI program
- Determine the initial values for the selected success metrics to establish and document a clear baseline of the current state
- Develop and implement process to track savings and/or value
- Manage process to track savings and provide management reports on savings
- Participate in review meetings, as needed, with the Strategy, Operations and Technology committees

5.3.2.9 Agency Advocate

The Performance Manager will be responsible for working with the Commonwealth's Agencies to ensure Northrop Grumman Team performance meets the Commonwealth business requirements. The Agency Advocate will lead, coordinate, and facilitate the Northrop Grumman Team's Agency Performance Managers and coordinate performance and corrective action with Northrop Grumman Team's Service Operations Manager, Service Support Manager, and Service Delivery Managers.

5.3.2.10 Agency Performance Managers

The Agency Performance Managers are responsible for working with the individual agencies to ensure Northrop Grumman Team performance meets the Commonwealth's business requirements. Agency Performance Managers will:

- Work with the local eligible customer(s) to assess Northrop Grumman Team's performance against standards set in the service levels, and recommend continuation, improvement or problem resolution to ensure that business requirements are met
- Review and monitor performance and facilitate the development of improvement plans

- Conduct exploratory activities with the Agency to determine how to raise performance levels
- Recommend changes in service levels where appropriate to ensure that such service levels properly reflect business needs, while balancing costs
- Work with the agency to resolve problems and take corrective action
- Provide input to the governance process
- Provide enterprise advice and counsel to the Relationship Manager
- Coordinate with the Commonwealth's performance managers to ensure that the Northrop Grumman Team's in-scope technical solutions are consistent with the Commonwealth's business strategy and architecture
- Troubleshoot performance issues and resolve problems with the agency based on understanding Commonwealth applications, architectures and business processes
- Track industry trends and maintain knowledge of new technologies to better evaluate service requests and Northrop Grumman Team proposals
- Keep current on the participating business strategies
- Evaluate and advise solutions for applicability across the Commonwealth
- Understand the value of technology in the Commonwealth's business processes
- Work with the Commonwealth's performance managers to identify opportunities for innovation, cost reduction and improved efficiencies

5.3.2.11 Transition Manager

The Transition Manager is the senior member of Northrop Grumman Team's transition leadership, and has high-level oversight of transition-related matters to provide direction and enable implementation of the strategic vision of the Commonwealth. The Transition Manager will:

- Have significant organizational influence adequate to bring any needed priority, resources or decision-making authority necessary to ensure the correct level of support to the transition
- Review current management system of planning, authorizing, directing, leading and reporting on service delivery and modify as necessary for effectiveness and Northrop Grumman compliance
- Establish communication interfaces with all stakeholders
- Meet with VITA employees to engage in dialogue and allay/minimize any anxiety regarding Northrop Grumman and transfer of staff to Northrop Grumman
- Implement Northrop Grumman Team's transition strategy to support the Commonwealth's business strategies
- Provide guidance and governance across the Northrop Grumman Team's transition services
- Ensure that all activation/transition activities are carried out on schedule, within budget, with little or no impact on Commonwealth end users, and in accordance with contractual requirements
- Conduct daily status reviews of accomplishments versus the approved transition plan and welcome/encourage participation by VITA

- Report to VITA-designated point-of-contact for Transition regarding status of all transition activities
- Identify any additional requirements to the Relationship Managers of both VITA and the Northrop Grumman Team
- Document any lessons-learned, upon completion of the transition, and share with both VITA leadership and the Northrop Grumman Team

5.3.2.12 Chief Architect

The Chief Architect will provide technical infrastructure leadership across VITA with emphasis on increased efficiency, reliability and automation. The Chief Architect's duties include, but are not limited to the following:

- Architect solutions to resolve issues and improve customer efficiencies and reduce operating costs while maintaining common systems configuration standards, processes and tools
- Maintain knowledge of all relevant technology developments and seek opportunities to deploy new technologies to the benefit of VITA and its customers
- Conduct presentations to VITA customers to educate or obtain approvals on design concepts and technology recommendations
- Recommend tools and processes in direct support of the VITA customers
- Participate in design, integration/implementation, transition and steady state activities, as required
- Recommend and lead various IT information security initiatives to maintain and improve overall security of the environment
- Collaborate with project teams in drafting technical standards, business plans, cost models, operational plans and support plans
- Collaborate with project team leads in the selection, recommendation and approval of tools and technologies to improve efficiencies, reduce costs and increase customer satisfaction

5.3.2.13 Service Operations Manager

The Service Operations Manager is responsible for oversight and direction of the Service Delivery Managers for Mainframe and Servers, Desktop Computing, Data Network, Voice and Video, and Messaging, as well as coordination between these service areas. He/she will be the primary point of contact for the Commonwealth's Performance Manager and Service Delivery Manager to ensure the delivery of the services to meet the business requirements of the Commonwealth and its eligible customers. The Service Operations Manager's responsibilities include, but are not limited to, the following:

- Manage and coordinate the appropriate Commonwealth and Northrop Grumman Team resources across information technology services, including resources and services provided by the Northrop Grumman Team, to ensure optimal service delivery and ensure that all issues raised are resolved in accordance with the applicable service levels
- Coordinate with the Performance Manager, Agency Performance Managers and the Service Support Manager to ensure the ongoing delivery of support and attainment of service levels for the Commonwealth and its eligible customers

- Resolve disputes between the eligible customers and the Northrop Grumman Team where appropriate, and take escalation actions as necessary
- Review root cause analyses, incident and problem reports, establish the corrective actions to be taken, and oversee tracking of correction actions to completion

5.3.2.14 Service Support Manager

The Service Support Manager is responsible for oversight and direction of the Service Delivery Managers for Security, Help Desk, Internal Applications, and Disaster Recovery, as well as for coordination between service areas. He/she will be the primary point of contact for the Commonwealth's Performance Manager and Service Delivery Manager to ensure the delivery of support services to meet the business requirements of the Commonwealth and its eligible customers. The Service Support Manager's responsibilities include, but are not limited to, the following:

- Manage and coordinate the appropriate Commonwealth and Northrop Grumman Team resources across information technology services, including resources and services provided by the Northrop Grumman Team, to ensure optimal service delivery and ensure that all issues raised are resolved in accordance with the applicable service levels
- Coordinate with the Performance Manager, Agency Performance Managers, and Service Operations Manager to ensure the ongoing delivery of support and attainment of service levels for the Commonwealth and its eligible customers. In addition, monitor business volumes to ensure service level reporting accuracy
- Resolve disputes between the eligible customers and the Northrop Grumman Team where appropriate, and take escalation actions as necessary
- Review root cause analyses, incident and problem reports, establish the corrective actions to be taken, and oversee tracking of correction actions to completion

5.3.2.15 Service Delivery Managers

The primary role of the Service Delivery Managers is to take ownership of the day-to-day operational relationships to ensure the delivery of the services to meet the business requirements of the Commonwealth and its eligible customers. The Service Delivery Managers' responsibilities include, but are not limited to, the following:

- Manage and coordinate the appropriate Commonwealth and Northrop Grumman Team resources across all information technology services, including resources and services provided by the Northrop Grumman Team, to ensure optimal service delivery and ensure that all issues raised are resolved in accordance with the applicable service levels
- Coordinate with the Performance Manager and Agency Performance Managers to ensure the ongoing delivery of support and attainment of service levels for the Commonwealth and its eligible customers
- Monitor business volumes to ensure service level reporting accuracy
- Implement and coordinate the management reporting processes for committed service levels
- Resolve disputes between the eligible customers and the Northrop Grumman Team where appropriate, and take escalation actions as necessary
- Review root cause analyses, incident and problem reports, establish the corrective actions to be taken, and oversee tracking of correction actions to completion

- Provide operations support assistance to aid in successfully achieving the objectives set in the SOWs and the Agreement

5.3.2.16 Public Relations/Communication/Change Manager

The Public Relations/Communication/Change Manager will be responsible for the communication of the change process, working in conjunction with VITA, and for ensuring the effective development and implementation of Organizational Change Management and Communications activities for the VITA Infrastructure PPEA. The Public Relations/Communication/ Change Manager's responsibilities include, but are not limited to, the following:

- Assess change requirements
- Develop and execute against a comprehensive change management strategy
- Develop and execute against a comprehensive communications strategy
- Establish performance management approach and measures to include the development of a change readiness, awareness and adoption measurement strategy and identification of appropriate data sources and collection mechanisms
- Support human resources assessing employee skill sets to optimize resource allocation and develop motivators to employees to remain open to the opportunities afforded them through the infrastructure PPEA
- Support the development of the VITA brand
- Support development and implementation of the VITA marketing strategy
- Provide input to the governance process
- Provide input to the business strategies

5.3.2.17 Human Resources Manager

The Human Resources Manager will be responsible for the transition of the new Vendor employees and the ongoing Human Resources support for the Managed Employees. The Human Resources Manager will work closely with the VITA Human Resources department over the life of the Agreement. The Human Resources Manager will support and/or administer Human Resources functions including: employment, employee and labor relations, equal employment opportunities (EEO) and Affirmative Action, compensation, benefits, safety and health, training and development. The Human Resources Manager will:

- Perform statistical analyses, develop policies and procedures, personnel forecasting, personnel records maintenance, develop metrics, and perform other related duties, as assigned
- Act as a liaison between specialists and line managers and provide advice and counsel on Human Resources related activity to employees at all levels
- Ensure compliance with application of principles, concepts, practices and standards
- Develop solutions to a variety of complex Human Resources and Human Resources-related problems
- Interact with senior internal and external personnel on significant matters often requiring coordination between organizations

5.3.2.18 Business and Economic Development Manager

The Business and Economic Development Manager identifies, evaluates and actively pursues opportunities for business and community development and for expansion of VITA's services. The Business and Economic Development Manager's duties include, but are not limited to the following:

- Identify and develop opportunities for VITA business expansion and function as liaison between VITA and potential customers
- Develop marketing strategies for VITA business growth and provide input into long range business plans
- Coordinate with the Relationship Manager to determine the requirements and regional marketing allocation of appropriate tactical funds
- Participate in the central development and implementation of proposed sales materials, sales rationale, and new services, relaunches, and new-business-building-programs, including promotional funding issues that affect profit and loss.
- Promote the growth of the Commonwealth's small businesses, particularly SWAMs
- Coordinate and collaborate with other local, regional and state economic and workforce development programs
- Support the creation of outreach programs to high schools, colleges and universities to target workforce education and training
- Develop and implement a comprehensive economic development plan in collaboration with other local, regional and state initiatives that will build on the successes of previous economic development efforts, leverage the strengths of all stakeholders and benefit from the numerous public and private resources that are available
- Support new construction and the establishment of the new technology centers within the Commonwealth
- Support the creation of new high-tech non-VITA jobs within the Commonwealth
- Work with small businesses, SWAMs, colleges and research centers from a mentor-protégé perspective to help them qualify for Northrop Grumman Foundation grants and federal dollars from Small Business Innovative Research (SBIR) and other grant opportunities
- Provide a long-term, measurable direction that will support the various economic development initiatives that are underway across the Commonwealth, including the Secretary of Technology's initiatives
- Provide leadership in the drive to increase federal research and development dollars to the Commonwealth

5.3.2.19 Disaster Recovery Service Manager

The Northrop Grumman Disaster Recovery Service Manager leads the Disaster Recovery (DR) team to minimize risk and ensure recovery of VITA operations. The disaster recovery Service Manager will be a Disaster Recovery Institute International (DRII) Certified Business Continuity Professional (CBCP) certified person with eight or more years of experience. The Disaster Recovery Service Manager's responsibilities include, but are not limited to, the following:

- Direct all business impact analysis studies, business continuity and disaster recovery strategy planning

- Coordinate the schedule DR exercises with the VITA Performance Manager(s)
 - Oversee required VITA DR reporting
 - Supervise the Disaster Recovery Transition Manager to ensure accountability for transition activities; that the computer systems at the **Redacted** are properly configured and compatible with same equipment found at the **Redacted**; and, before the end of the transition, that the Disaster Recovery hot site located at the **Redacted** is ready
- Supervise Disaster Recovery Specialists who will coordinate the technical detail of each Disaster Recovery exercise, ensuring the successful recovery of the computer systems, and populate recovery information into the software tool for creation of Disaster Recovery plans by recovery location.

5.4 Professional Development

Why the Northrop Grumman Team? VITA needs a partner who can provide meaningful professional development opportunities to motivate valuable employees to accept work under the new contract and then maintain superior performance levels. The Northrop Grumman Team will provide individualized and tailored development opportunities through an array of instructor-led and computer-based courses, including technical and managerial certification programs. The benefit will be a motivated workforce and certification programs that provide a standard by which we can verify all employees' achievements.

The Northrop Grumman Team is committed to building an organization of business and technology leaders. Today's environment is marked by continuous changes in technology, shifting priorities, and increasing levels of customer expectations. We provide an array of instructor-led and computer-based courses, and individualized and tailored development opportunities, to meet our employees' needs and help them respond to these changes.

Certification programs provide a standard by which we can verify our employees' achievements. We offer our employees a wide range of technical certification opportunities. We also offer Project Management Institute (PMI) training and assistance in the project management professional (PMP) certification process. Our partner, Hewlett-Packard, offers three levels of certification in the Information Technology Infrastructure Library (ITIL).

Professional development opportunities also present themselves in the course of supporting our customers. Northrop Grumman has a proactive succession planning methodology geared toward early identification and grooming of leaders who demonstrate the potential to assume new levels of responsibility. We have already begun the process of succession planning for the Infrastructure PPEA.

This section of our proposal describes in detail the Northrop Grumman Team approach to professional development.

5.4.1 Training Policies and Procedures

It is essential that each employee acquire and maintain customer-valued knowledge and skills to support the current and future needs of the organization. The Northrop Grumman Team provides funding and resources to implement training and development programs that are aligned with business unit and customer objectives. We have the following training and education goals:

- Ensure that all personnel regularly receive training necessary to meet business goals/contractual requirements and to support career development
- Provide an opportunity for all employees to develop and grow professionally
- Encourage employees to take ownership and initiative for their professional growth and development
- Maintain a centrally administered training database that tracks and reports on course attendance, course completion, certifications received, and course and instructor evaluation data, and provide sector and business unit management with periodic metric reports (monthly, quarterly and annually)

On each project, the Relationship Manager is responsible for identifying training requirements and schedules for the project team, in consultation with the customer. Training is planned to minimize disruption of customer support.

During transition, we will identify the employees' training needs as they become New Northrop Grumman Employees and as the new technology infrastructure is introduced. Northrop Grumman has a comprehensive training program that includes both company-offered and third-party-offered courses. These offerings fall into two general categories: project/program management and technical development.

5.4.1.1 Project/Program Management

The Northrop Grumman project/program management training program is geared toward reinforcing essential management concepts and approaches to make our managers more effective in their customer-facing roles. We plan to offer two keystone courses to all new Northrop Grumman managers during the transition phase:

- *Navigating the Sector: Managing at Northrop Grumman*—Managers spend 2 days reviewing corporate and sector structures, and identifying key business practices and company resources essential to management.
- *Program Management Development Course*—This 2 1/2-day intensive training program is designed to help integrate experienced program managers new to Northrop Grumman into our processes. The topics covered in the course range from customer relationships, leadership, business development, business law, contracts, pricing, financial, human resources, employment law, and the Sarbanes-Oxley Act. The class size is limited to 10 to 12 participants to encourage discussion and sharing of experiences among the participants and the speakers. This course empowers program managers to prepare for succession planning, new program start-up and strategies to grow existing programs.

We will annually assess each new Northrop Grumman manager's ongoing training requirements in conjunction with the performance management process (further described in **Section 11.3.11**). We offer three additional relevant instructor-led courses:

- *Project Management I*—This is an intensive 3-day course for junior or senior project managers or task leads. Topics include business development, contracts, finance, project planning and control, negotiations, staff management, leadership, and compliance.
- *Project Management II*—Using a 2-part case study as a backdrop and basis for class exercises and discussions, this 2-day course follows the project lifecycle beginning with "target identification" and ending in "closeout." Other topics covered throughout the course include the program manager's role in the business development process, leadership considerations in program management, strategies of persuasion and influence, and resolution of difficult issues. This course is ideal for program managers with more than 5 years of experience.
- *Earned Value Management System*—This course consists of a general overview of program management system concepts, planning techniques and control techniques.

In addition, SkillSoft, Northrop Grumman's eLearning online training tool, offers more than 50 program management courses that focus primarily on topics related to the Project Management Institute's Project Management Body of Knowledge (PMBOK):

- Program management basics for business professionals
- Professional program management
- Program management for IT professionals

- Strategic program management for IT programs
- Program integration management
- Program scope management
- Program time management
- Program cost management
- Program quality management
- Program human resources management
- Program communications management
- Program risk management
- Program procurement planning
- CompTIA IT program

5.4.1.2 Technical Development

Each of the technical elements of the project organization has a plan for training New Northrop Grumman Employees (and Managed Employees, as necessary) during transition, to acquaint them with the new tools and applications being introduced. The product vendors, including Cisco, Altiris, and our partner Hewlett-Packard, will provide training resources and materials.

For ongoing training needs, Northrop Grumman and New Horizons Computer Learning Centers have entered into an agreement to provide Northrop Grumman employees with computer training on the latest software programs and hardware requirements. This training is available in an integrated solution consisting of instructor-led classroom training, or over the Internet with New Horizons' OnLine Live synchronous and OnLine Anytime asynchronous training.

5.4.2 Professional Certification Standards

The Northrop Grumman Team offers three major certification programs that are relevant to this PPEA. These programs are described in **Sections 5.4.2.1, 5.4.2.2, and 5.4.2.3**. Through the education assistance program, employees are reimbursed for any other certification programs that are relevant to their skill sets.

5.4.2.1 Information Technology Infrastructure Library (ITIL) Certification

Our partner, Hewlett-Packard, offers three levels of ITIL certification:

- Foundation
- Practitioner
- Manager's (sometimes called "Masters")

Training is a minimum of 18 hours, usually 2-1/2 to 3 days. Following the training, the student is able to do the following:

- Understand the objectives, basic processes and responsibilities of the key ITIL service management disciplines
- Relate the ITIL service management activities to each other and to wider IT issues
- Understand the service management model sufficiently to be able to participate meaningfully in IT service management functions in your organizations
- Prepare for and pass the certification exam

The ITIL certification exams cover the following topics:

- Concepts and terminology of ITIL
- ITIL processes and the relations between these processes
- The importance of IT service management (ITSM) and the IT infrastructure
- The service management processes and the interfaces between them

5.4.2.2 Project Management Institute Training

With more than 150,000 members in over 150 countries, the PMI is the world's foremost advocate for the project management profession.

PMI certification involves a rigorous, examination-based process leading to the designation, PMP. PMPs are widely recognized as having a solid foundation of project management knowledge that can be readily applied in the workplace.

To be eligible for the PMP certification, students must first meet specific education and experience requirements and agree to adhere to a code of professional conduct. The final step in becoming a PMP is passing an examination designed to objectively assess and measure project management knowledge.

Northrop Grumman offers an in-house course to prepare selected employees to take and pass the PMP certification exam. The course consists of 30 hours of classroom instruction, consistent with the PMI model, covering the 5 project management processes and 9 project management knowledge areas, as well as guidance for applying for and obtaining certification as a PMP.

5.4.2.3 Specialized Technical Certifications

Northrop Grumman offers a number of in-house certification programs to prepare employees to meet our customers' specialized technology requirements and help them meet their career development objectives:

- Associate Technology Specialist (ATS)
- Cisco
- CIW Internet Professional
- CompTIA: A+, Network+, Server+ Certification
- IBM eBusiness Certification
- Information Security Professional Certification
- jCert Certification
- Lotus Certification
- Microsoft Certification
- Novell
- Oracle
- Sun Java
- Sybase

5.4.3 Succession Planning Methodology

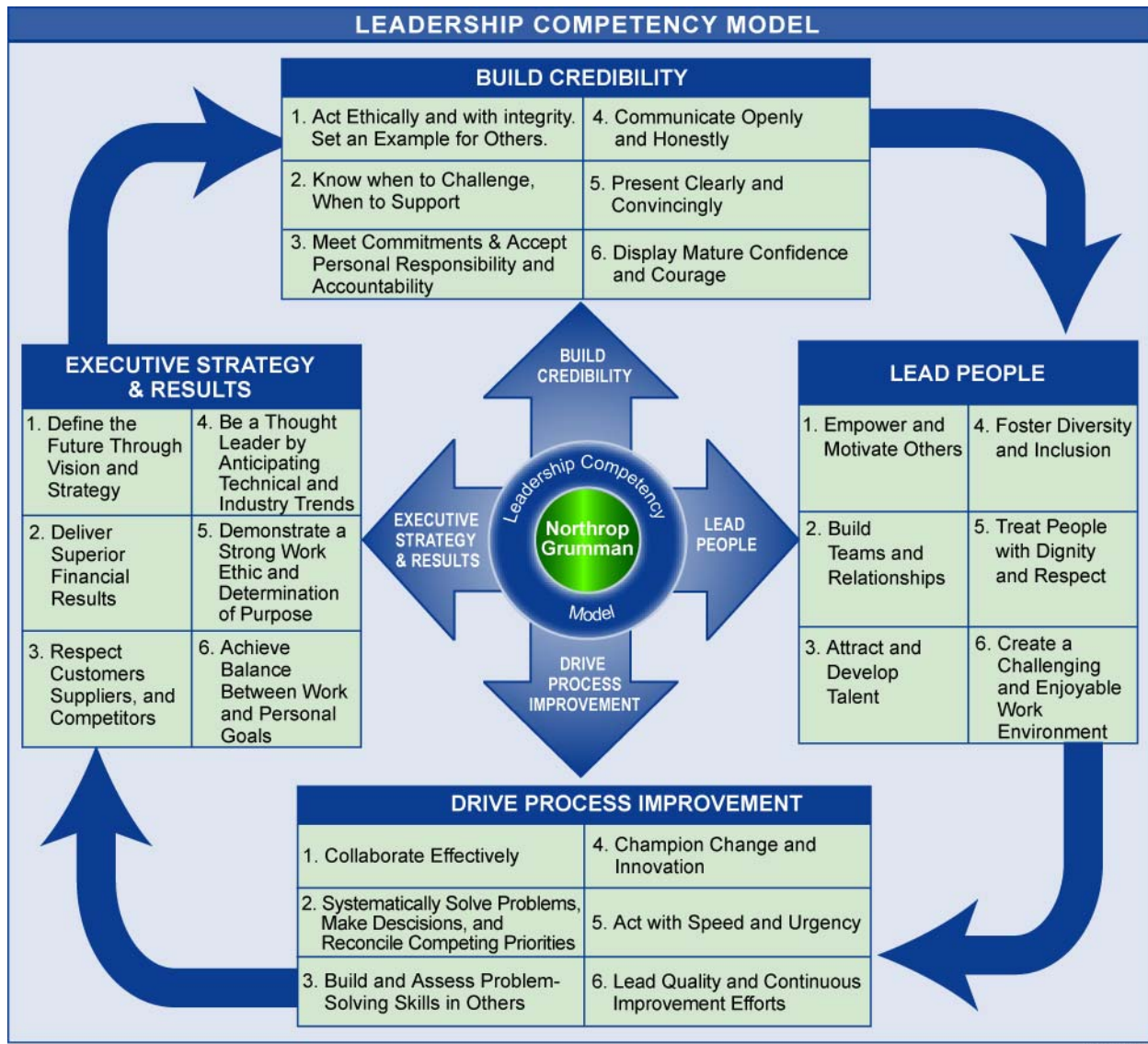
As Northrop Grumman grows and adapts in this ever-shifting marketplace, our leaders must be trained and ready for new leadership roles. Now more than ever, it is essential to develop and maintain an internal pipeline of leaders who are prepared to move up to the next level of leadership when called upon. We recognize that continuity of leadership is vital to the success of a large infrastructure management program like this PPEA. We must prepare for any contingency that could affect the relationship management structure, especially any emergency requirement to replace the Relationship Manager (for example, in the event of long-term illness), to avoid negative impacts on the Commonwealth.

Northrop Grumman has implemented a succession planning methodology called the organizational leadership review (OLR) that focuses on early identification of candidates who, by virtue of their background, experience, leadership style, and job performance, are qualified to move into roles of greater responsibility and authority. The OLR process is a proactive, strategic way to identify and prepare high potential, top-level leaders in our organization for future assignments. It is also a way to take a look at our current leadership talent and identify what areas to focus on to facilitate individual development. In addition, it allows us to identify performance gaps, manage them, and take action to ensure that only top-level and steady performers remain in the leadership pipeline. We use our leadership competency model, depicted in **Exhibit 5.4-1**, as a guide in assessing a candidate's potential.

In developing the organization structure that was presented in **Section 5.2**, we considered logical promotion paths for the technical area managers that would facilitate a smooth change.

The Transition Manager and Service Delivery Manager are both primary candidates to replace the Relationship Manager, if necessary, because both have insight into all aspects of technical, operational and customer issues. They will regularly participate in meetings of any joint committees and working groups to ensure that they remain informed on all planning and policy issues.

For other positions, we will identify potential successors as a function of the career development planning we do each year in conjunction with the performance management process.



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Exhibit 5.4-1 Leadership Competency Model

Northrop Grumman's Leadership Competency Model is an important succession planning tool that has helped us to identify a clear succession path for the PPEA.

5.5 Annual Turnover Rates (PROPRIETARY & CONFIDENTIAL)

Redacted from Public Document – Proprietary and Confidential

5.6 Relationship Management Requirements Acceptance and Exceptions

Instructions to Vendors: Unless specifically noted in the appropriate tables below, Vendor agrees to perform the services and associated roles and responsibilities (as outlined within Schedule 6.3, Section 3 Relationship Management Requirements). Section 3 is not considered to be all-inclusive. Vendor shall clearly indicate in the tables below if it does not accept the requirements defined in Schedule 6.3. Commonwealth considers the Vendor to agree to all Schedule 6.3 requirements unless identified herein. Vendor should add rows to the table below as necessary. Absence of issues will constitute agreement for those items not herein addressed, and will be off the table for further negotiation.

☒ Vendor agrees with Schedule 6.3, except for the elements listed in the table below.

Relationship Management Requirements Issues			
Item #	Reference #	Issue	Vendor Proposed Solution/Rationale
Redacted from Public Document – Proprietary and Confidential			
End of Table			

Exhibit 5.6-1 Relationship Management Requirements Issues (Table 12)

5.7 Proposed Form of Work Order (Schedule 6.5)

Instructions to Vendors: *As an attachment to Vendor's proposal, propose a Form of Work Order, which, if accepted by Commonwealth, will become Schedule 6.5 to the Comprehensive Infrastructure Agreement.*

Northrop Grumman proposes the following Form of Work Order (**Exhibit 5.7-1**), to comply with the requirements of the Comprehensive Infrastructure Agreement, Schedule 6.5. This is intended to be an online form, which will be available via our VITA Services Portal (VSP). Northrop Grumman will provide this form, or a mutually agreed to version, using Microsoft Word macros that will allow the requestor to access specific help fields within the tables as they are being completed.

Out of Scope Work Order (Schedule 6.5)			
Work Order Information (For help, click on the field and press F1):			
Work Order Type:	Ticket Number:	Work Order Date:	Required Date:
Requestor:	Requestor Phone:	Alternate Contact:	Alternate Phone:
Work Order Title:			
Affected Location			
Request Description			
Supporting Documentation:			
Please attach supporting documentation such as a Statement of Work or scheduling spreadsheet to this section by selecting "Object" from the Insert menu, then select the "Create from File" tab, enter the file name or browse to select the file, click on the "Display as Icon" box, then click "OK."			
Northrop Grumman Management:			
Relationship Manager:		Date/Phone:	
Business Manager:		Date/Phone:	
Service Delivery Manager:		Date/Phone:	
Other:		Date/Phone:	
Quote:			
VITA Management:			
Relationship Manager:		Date/Phone:	
Customer Performance Manager:		Date/Phone:	

Exhibit 5.7-1 Sample Out of Scope Work Order Form (Schedule 6.5)
This form will be available on-line and will include embedded help fields.